

## Administrative Management

### Series:

#### **GS-0341 – Administrative Officer or Post Management Officer**

Employees, supervisors, and managers in this series are responsible for providing a variety of administrative management services essential to the direction and operation of an organization. Administrative Officers and Post Management Officers assist bureau or post operating managers and subordinates in accomplishing their mission and goals. They may have overall responsibility for the development and execution of a broad range of administrative management services within their organizations.

Administrative Officers and Post Management Officers resolve varied administrative and management issues involving intra-bureau, inter-bureau, inter-department and inter-agency impact. They play an important role in the management of both financial and human resources. In addition, they perform work and/or managerial oversight of other vital functions or services such as acquisition, contract administration, conference coordination, emergency planning, supply, property management, space management, travel, transportation of household effects,

management analysis, security administration, reports management, communications, and information technology.

In addition to technical knowledge of administrative management functions, employees in this series need practical knowledge of the Department, its bureaus and other USG agencies as well as their functions and procedures (e.g. Human Resources, Medical Services, Legal, Resource Management, Overseas Buildings Operations, Logistics Management).

Typical duties may include:

- Helping management to identify its financial, personnel, and material needs and identify, analyze and resolve problematic issues.
- Serving as a liaison within the bureau and to other bureaus such as Human Resources, Resource Management, Information Resource Management, Administration, the Office of the Inspector General, and other federal agencies such as the General Services Administration, Department of Defense, and Department of Transportation to troubleshoot problems and identify solutions
- Developing, analyzing, evaluating and advising on, or improving the effectiveness of work methods and procedures, manpower utilization, distribution of work

assignments, delegations of authority, management controls, information and documentation systems, and similar management functions

- Developing internal policies and procedures related to administrative management services in accordance with Federal and DoS regulations
- Developing budget estimates and justifications for organizations, functions or projects; making sure that funds are used in accordance with the operating budget
- Advising management in developing and maintaining sound organization structures, improving management methods and procedures, and seeing to the effective use of human resources, funds, and materials
- Consulting with human resource officers and specialists in finding solutions to management problems which have an impact on employees, staffing or positions
- Negotiating agreements and cooperative arrangements with other government agencies and private organizations as well as advising on contract negotiations
- Performing contract administration work such as monitoring contract perfor-

mance, certifying receipt of services, and assisting with necessary contract modifications to ensure satisfactory performance and completion of contract activities

- Providing oversight and coordination of bureau/post space planning, construction and office/building moves including preparing resource justifications and determining the feasibility of financial allocations
- Analyzing, evaluating, developing and coordinating the Bureau Performance Plan (BPP) and Program Performance Reporting under the Plan
- Reviewing and commenting on proposed changes in regulations and procedures. Advising management of the effects of these changes on the bureau or assigned posts/programs
- Coordinating and negotiating with the Office of the Inspector General in developing responses to inspections and audits; preparing responses to requests for information for pre-briefings
- Coordinating the logistics for bureau conferences and meetings

While Administrative Officers' focus is domestic, Post Management Officers' focus is primarily overseas as they serve

as the primary point of contact for administrative and management policies, decisions, and activities for their assigned posts and functional/program areas. They function as the principal advisor, coordinator and expeditor between their assigned posts, the bureau, other bureaus and other agencies.

In addition to technical and practical knowledge of administrative management functions, Post Management Officers must also have an in-depth knowledge of how administrative management work is accomplished at post and an understanding of the post environment. An understanding of the political, economic, and cultural issues impacting foreign operations in the countries in which their assigned posts are located is also essential. In addition to the typical activities listed above, Post Management Officers' duties may include:

- Analyzing and interpreting laws, decisions, regulations, policies, programs and instructions prescribed by the Department and other Federal agencies as well as informing bureau and post officials of their significance and effect on post operating programs. Developing options and strategies to ensure compliance while meeting post requirements
- Serving as bureau expert and liaison to DoS bureaus and other USG agencies
- Reviewing incoming cable traffic from posts, identifying action items and initiating discussion. Keeping post informed of subjects that will affect operations
- Tracking down information for posts as well as providing advice/opinions from other offices and bureaus in order to take action on items of interest/concern to the post
- Participating in meetings and conferences with post, bureau and Department management to keep abreast of program developments and problems. Acting as the post's advocate in Department meetings
- Conducting orientation visits to assigned posts
- Evaluating program activities; developing and implementing recommendations and corrective actions for addressing program weaknesses or obstacles
- Providing advice and technical assistance to administrative staff at post. Providing on-site evaluation and assistance to posts in order to resolve complex program issues, which because of security and/or budgetary implications, must be addressed on-site

- Planning and analyzing the human and financial resource implications of existing and planned programs for assigned posts
- Analyzing, evaluating, and coordinating Mission Program Plans (MPP) and Program Performance Reporting under the Plan for assigned posts
- Responding to requests to change the size or composition of the personnel complement at post; working with OMB, DoS and other USG agencies on rightsizing; reviewing and approving HR/OE requests to change local salaries or compensation plans; approving country clearance cables
- Acting as an advisor and conduit for requests from Foreign Service employees for exceptions/waivers from regulations regarding travel and shipment of household effects
- Compiling information and conducting briefings and orientation for all employees and family members assigned to post. Conducting in-depth briefings for Ambassadors, Deputy Chiefs of Mission and Principal Officers as well as coordinating travel, shipment of household effects, passports, arranging meetings, etc. for newly appointed Ambassadors, DCM's, and Principal Officers
- In the event of a crisis such as acts of terrorism, acts of God, death or injury of

employees, spouses or dependents, coordinates evacuation and emergency assistance

Post Management Officer positions are located in geographic bureaus, while Administrative Officer positions are located in both geographic and functional bureaus. All positions are assigned to the Washington, D.C. area.

### Technical Competencies

The Department's subject matter experts have identified the following specific technical competencies to assist employees and managers in determining competency levels and staff development needs.

**Acquisition** - Knowledge of the federal and DoS acquisition rules, regulations and procedures, including the Federal Acquisition Regulation, Department of State Acquisition Regulation, local directives, the Federal Supply System and Federal Supply Schedules. Knowledge of federal contracting procedures including Simplified Acquisitions and Blanket Purchase Agreements to obtain vendor quotes and conduct price analysis for the issuance of procurement actions. Ability to procure supplies and services.

**Audits and Inspections** - Ability to participate in performance audits and inspections and to develop and implement

recommendations to improve a DoS organization, program, activity or function. Ability to liaison with the Office of the Inspector General, bureau and/or post officials to take corrective actions and resolve audit findings.

**Budgeting** - Knowledge of federal and DoS budgeting and Federal Appropriations Law, principles, processes and procedures including Department systems for the administrative control of resources, financial information management, program objectives, reimbursable authorities/agreements, and funding and financial reports. Ability to apply knowledge to formulate, present and execute budgets.

**Business Knowledge** - Knowledge of the missions, functions, organizational structure of the federal government, State Department and its bureaus, the DoS Strategic Plan, Bureau and/or Mission Performance Plans as well as Department/bureau business practices as they relate to administrative management. Knowledge of performance measurement, program evaluation, business process analysis and redesign. Understands the role and impact of external organizations such as the Office of Management and Budget (OMB), Office of Personal Management (OPM), General Services Administration (GSA), Department of Transportation (DOT).

**Contract Administration** - Ability to administer contracts by ensuring compliance with terms and conditions of contracts. Understands the roles and responsibilities of Contracting Officer Representative (COR). Ability to perform COR functions, including contract oversight, technical reviews and quality control inspections, to assure that consistent quality of work is performed by contractors in accordance with statements of work.

**Computer Literacy** - Skilled in performing essential computer functions, including office automation, as well as Department or bureau specific systems related to administrative management such as CableXpress, Travel Manager, Post Profiles, NEPA, and CFMS. Ability to understand electronic communications basic technical requirements.

**Customer Service** - Ability to balance interests of a variety of clients and readjust priorities to respond to pressing and changing client demands; anticipate and meet the needs of clients; achieve quality end products; and continuously improve services. Ability to interact effectively and professionally with VIP's, such as Ambassadors, DCM's, Principal Officers and visiting dignitaries, to provide information on benefits, regulations and procedures.

**Emergency Preparedness** - Knowledge of DoS, federal and local policies and procedures related to emergency preparedness, including responses to acts of terrorism and acts of God. Ability to develop and implement Emergency Preparedness and Continuity of Operations Plans. Ability to assist posts, overseas employees and their families in the event of emergencies and/or evacuations. Knowledge of the Department of Homeland Security's five levels of alert.

**Financial Management** - Ability to identify problems, provide leadership and identify creative and innovative solutions to complex financial, budget and program issues. Broad understanding of the principles of financial management to ensure appropriate funding levels. Ability to use the principles, methods, techniques and systems of financial management to improve operations, program effectiveness and customer service. Justifies, and/or administers the budget for program areas; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Ability to deal effectively with, and understand inter-agency funding mechanisms.

**Foreign Policy Issues and Programs** - Knowledge of U.S foreign policy objectives and programs including knowledge of one or more geographic or functional specialty areas. For example, Europe, East Asia and Pacific Islands, Western Hemisphere,

Africa, Near and Middle East as well as human resources, overseas buildings operations, travel and transportation, resource management, medical and family issues as well as host country laws.

**Human Resource Management** - Knowledge of federal and DoS laws, regulations, policies and procedures related to the Foreign Service and Civil Service Personnel Systems, including the merit principles and affirmative employment programs. Ability to assess current and future staffing needs based on organizational goals and budget realities. Ensures staff are appropriately selected, developed, utilized, appraised, and rewarded. Ability to take corrective action and understand host country laws.

**Intragency/Interagency Relations** - Ability to establish working relationships and liaison with employees within the bureau, other bureaus, posts, and other USG agencies to promote the exchange of information, resolve administrative management issues and problems and to meet the needs of customers within the bureau and at post. Ability to work cooperatively and effectively with persons in such bureaus and USG agencies as Human Resources, Resource Management, Information Resource Management, Administration, Office of the Inspector General, Department of Defense, Department of Transportation, General Services Administration, and other foreign affairs agencies.

**Management Analysis** - Ability to apply and synthesize management analysis concepts, rules and principles. Ability to plan and conduct management studies and cost-benefit analyses, develop recommendations to improve operations and present them to management. Knowledge of basic statistics as well as data collection and analysis techniques including observation, questionnaires, interviewing skills, physical layout analysis, flow charting, work distribution analysis, etc. Understands the President's Management Agenda and various Acts (e.g. GPRA) to apply analysis and controls to achieve goals.

**Management Controls** - Knowledge of the laws, regulations, policies and procedures related to management controls. Ability to assess risk and implement appropriate internal/management control systems for program improvement and to preclude fraud, waste and mismanagement.

**Policy and Program Development** - Ability to develop internal policies and procedures related to administrative management. Understands what policies are needed, how policy will impact customers and the resource implications of developing and implementing policies. Understands and develops new programs, resulting from policy changes, legislation, or recognized need and recognizes impact on bureau/mission goals.

**Problem Solving** - Ability to identify and analyze problems, distinguish between relevant and irrelevant information to make logical decisions and provide solutions.

**Program Evaluation** - Knowledge of performance standards and measurements. Ability to evaluate the costs, benefits and effectiveness of specific programs. Understands ISO 9000 methodologies, management principles and the Balanced Scorecard.

**Property Management** - Knowledge of federal and DoS property management regulations. Ability to receive, inspect, issue, inventory, store, maintain, transfer and dispose of non-real property. Ability to maintain property accountability systems and records to preclude fraud, waste and abuse.

**Security** - Ability to implement policies, procedures, and methods for identifying and protecting information, personnel, property, facilities, operations or material from unauthorized disclosure, misuse, theft, assault, vandalism, espionage, sabotage, or loss. Follows DoS document and computer security procedures for the classification, marking, handling, disclosure, reproduction, transmission and destruction of classified documents according to Executive Order 12958.



**Space Management** - Knowledge of federal and DoS space management regulations and policies. Ability to conduct space management surveys, advise management at all levels, analyze office requirements, prepare options, obtain price quotes, negotiate with vendors, select furnishings and fabrics as well as prepare and implement plans (e.g. timetables, movement plans). Knowledge of the steps to acquire new space or renovate existing space. Ability to develop statements of work for construction or renovation, review designs to identify ADA (Americans with Disabilities Act) and life safety issues as well as communications requirements including telephones, facsimile and computer equipment. Ability to manage allocations and renovations of office, conference, and storage space.

**Supply Chain Management** - Ability to manage the components of the supply chain (for example, procurement, transportation, distribution, and warehousing) to deliver goods and services that satisfy the customer's request. The supply chain is the process used by the Department of State to obtain supplies, equipment, and

services, both domestically and abroad, needed to conduct the foreign policy of the United States of America.

**Technology Management** - Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.

**Transportation** - Knowledge of federal and DoS regulations, policies and procedures related to the movement of goods worldwide. Ability to provide employees with their eligibility and allowances for the moving and storing of their personal property subject to government travel orders.

**Travel** - Knowledge of federal and DoS regulations, policies and practices related to the worldwide travel of government employees on official travel orders such as the Federal Travel Regulations, Foreign Service Travel Regulations, and Joint Travel Regulations. Ability to determine traveler's eligibility and allowances and counsel employees.



## Administrative Management: Basic Level

At the basic level, you will assist other higher-graded officers or perform limited independent work. Your training and development will focus on acquiring and using knowledge of the basic principles, concepts, policies and practices of administrative management. You will want to develop an overview of the administrative management field in addition to acquiring the specific skills needed to accomplish your work. Depending upon your specialty, your needs will differ. You may

find, based on the requirements of your specific position that you will need to take some courses or consider developmental assignments at the mid-level early on to perform the full range of your duties.

People skills are important throughout this training continuum. As you move through the continuum, you will continuously need to hone your people and customer service skills. You will, therefore, take courses to develop your leadership, communication, and interpersonal skills as well as your desktop software skills.

	Recommended Courses	Suggested Courses
<b>Basic Level</b>	<p><b>Orientation</b></p> <p>PN125 Orientation for Civil Service Employees (for new State Department employees)</p> <p>PS800 Cyber Security Awareness (distance learning; required to use OpenNet Plus)</p> <p><b>Technical</b></p> <p><b>FSI</b></p> <p>MQ913 Security Overseas Seminar for Temporary Duty Personnel</p> <p>PA360 Introduction to Supply Chain Management (distance learning)</p> <p>PN113 Introduction to Working in an Embassy (classroom or distance learning)</p>	<p><b>Technical</b></p> <p><b>FSI</b></p> <p>MQ104 Regulations, Allowances and Finances in the Foreign Service Context</p> <p>MQ116 Protocol and U.S. Representation Abroad</p> <p>MQ855 Traveling with Pets</p> <p>PA150 CFMS System Overview and Orientation</p> <p>PA153 CFMS Requisition Planning</p> <p>PA155 CFMS Travel Orders</p> <p>PA190 Global Employment Management System (GEMS) Overview</p> <p>PA205 Travel Regulations and Vouchers</p> <p>PA222 Introduction to Simplified Acquisitions and Requisitions Overseas (self-study)</p> <p>PA224 Basic Administrative Management</p> <p>PA375 ILMS Ariba Requester (distance learning)</p> <p>PK195 Travel Preparation and Regulations (distance learning)</p>

	Recommended Courses	Suggested Courses
Basic Level	<p><b>General Services Administration (GSA), Management Concepts, Inc. (MCI), Graduate School, U.S. Department of Agriculture (USDA)</b></p> <p>Relocation Allowances: FTR and JTR and Temporary Duty Travel (GSA) or Civilian Travel Regulations, FTR (USDA) Introduction to Federal Budgeting (classroom or self-study) (USDA) or The Federal Budget Process (MCI) Management Analysis: Overview (USDA)</p> <p><b>Communication/Interpersonal*</b> PA143 Customer Service Training PK240 Effective Listening and Speaking Skills</p> <p><b>Leadership and Management**</b> PT129 Teambuilding</p> <p><b>Information Technology*</b> PS218 OpenNet Plus and the Internet PS284 CableXpress for End Users PS432 MS Word 2003 Level One PS470 MS Excell 2003 Level One PS498 Intro to MS Outlook 2003 MS Internet Explorer 5.0 End User (Distance Learning)*** MS Office 2000 (Distance Learning)***</p> <p><b>Recommended Rotational Assignments</b></p> <p>Orientation trip to an overseas post</p> <p>Select from among the following:</p> <p>Bureau of Administration A/LM – Logistics Management A/OPE – Office of the Procurement Executive</p> <p>Bureau of Diplomatic Security DS/DSS/OP – Office of Overseas Operations</p>	<p><b>General Services Administration (GSA), Management Concepts, Inc. (MCI)</b></p> <p>Conference Planning (GSA) Shipping Household Goods (GSA) Performance Measurement Workshop (MCI)</p> <p><b>Communication/Interpersonal*</b> PK143 Proofreading PK146 Job Savvy: Skills for Workplace Success PK159 Drafting Correspondence</p> <p><b>Leadership and Management**</b> PT251 Productively Managing Stress</p> <p><b>Information Technology*</b> PS440 MS Powerpoint 2003 Level One PS450 MS Access 2003 Level One</p> <p>Take some distance learning courses through FSI's FasTrac Program. For course catalog or to enroll, visit <a href="http://fsi/state.gov/fastrac">http://fsi/state.gov/fastrac</a> on the OpenNet.</p> <p><b>Suggested Developmental Activities</b></p> <p>Read your Bureau Performance Plan, Mission Performance Plans and the Department's Strategic Plan</p> <p>Read professional journals/magazines such as <i>The Harvard Business Review</i>, <i>Fortune</i>, <i>Forbes</i>, <i>Government Executive</i>, <i>Public Administration Review</i>, <i>Public Performance and Management Review</i>, <i>HR Magazine</i>, <i>Journal of Government Financial Management</i>, <i>Foreign Affairs</i></p>

	Recommended Courses	Suggested Courses
<b>Basic Level</b>	<p>Bureau of Human Resources HR/CSP – Office of Civil Service Human Resources Management HR/OE – Office of Overseas Employment</p> <p>Bureau of Overseas Buildings Operations OBO/OM - Area Management Division</p> <p>Regional Bureau Country Desk</p> <p>Assignment length varies according to needs.</p>	<p>Shadow a higher graded employee for a few days</p> <p>Read laws, regulations, and other guidance applicable to your functional area (e.g. 2, 3, 4, 6, FAM, Federal Acquisition Regulation {FAR}, Department of State Acquisition Regulation {DOSAR}, Joint Travel Regulation {JTR}, Foreign Service Travel Regulation {FSTR}, Federal Appropriations Law, OMB Circulars and Bulletins, Comptroller General Decisions, Code of Federal Regulations, Title 5 {5CFR}, Foreign Service Act)</p> <p>As time permits:</p> <p>Attend workshops/seminars in the Washington D.C. area on professionally relevant topics</p> <p>Visit websites of professional associations</p> <p>Go on informal visits (individually or with your supervisor or co-workers) to meet counterparts in other federal agencies/organizations</p>

\* Employees who are located outside of the Washington, D.C. metropolitan area may find it more cost effective to take equivalent courses from the Graduate School, USDA, college or universities or private vendors in their local area through the FSI External Training Program. Contact the FSI Registrar's Office at (703) 302-7138.

\*\* For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>.

\*\*\* Distance Learning Courses. For more information, visit <http://fsi.state.gov/fsi/sait/dl.asp>.

## Administrative Management: Mid-Level

At the mid-level, you will use your knowledge of a wide range of administrative management concepts, principles, and practices to independently analyze and resolve difficult and complex management problems and issues. You will also begin to deepen your knowledge of various administrative management functions.

In addition to your technical training courses, intermediate and advanced courses in desktop software applications are recommended. Since you may advance to a team leader or supervisory position, further course work in human resource management, communication, interpersonal and leadership and management skills is highly recommended.

	Recommended Courses	Suggested Courses
<b>Mid-Level</b>  (See also courses at earlier levels if not yet taken)	<b>Technical</b>  <b>FSI</b> PA137 Management Controls Workshop or PA164 Management Controls Workbook (self-study) PA160 Domestic Administrative Officer Seminar PA169 Property Management for Custodial Officers PA215 Principles of Appropriation Law PD518 Evaluation Design Workshop PT203 Washington Tradecraft  <b>Defense Acquisition University (DAU), ESI International (ESI), Federal Personnel Management Institute (FPMI), Management Concepts, Inc. (MCI), Graduate School, US Department of Agriculture (USDA)</b>	<b>Technical</b>  <b>FSI</b> PA173 Contracting Officer Representative Update PA178 Becoming a Contracting Officer's Representative or PA296 How to Be a Contracting Officer Representative (distance learning) PA177 NEPA for Windows, Domestic Operations (distance learning) PA291 How to Be a Certifying Officer (self-study) PA297 Purchase Card Self-Certification Training (distance learning) PP204 Congressional Relations PA361 ILMS Ariba Approver (distance learning) PA374 ILMS Ariba Budget and Financial (distance learning) PY220 Introduction to Grants and Cooperative Agreements (distance learning)  <b>ESI International (ESI), Management Concepts, Inc. (MCI), Graduate School, US Department of Agriculture (USDA)</b>  Federal Supply Schedule Contracting (ESI) Task Order Contracting (ESI)

	Recommended Courses	Suggested Courses
<p><b>Mid-Level</b></p> <p>(See also courses at earlier levels if not yet taken)</p>	<p>Introduction to Human Resources Management (USDA) or Critical Human Resource Management Skills (FPMI) Introduction to Financial Management (USDA) or The Federal Financial Management Overview (MCI) Introduction to Government Contracting (USDA) or Introduction to Federal Contracting (MCI) or Federal Contracting Basics (ESI) or Contracting Overview (DAU distance learning) Management Analysis: Designing and Conducting a Study (USDA)</p> <p><b>Communication/Interpersonal*</b> PA123 Managing Customer Service PK241 Writing Effective Letters and Memos</p> <p><b>Graduate School, US Department of Agriculture (USDA)</b> Briefing Techniques or Speaking with Confidence</p>	<p>Evaluating a Contractor's Performance (MCI) Writing Statements of Work (ESI) or Writing Performance Work Statements (MCI) or Writing Performance Oriented-Statements of Work (USDA) Service Contract Act Overview (MCI) Budget Justification and Presentation (USDA) or Writing Effective Budget Justifications (MCI) Statistics Made Simple (MCI) or Basic Statistics (classroom or distance learning) (USDA) Data Collection and Analysis (USDA) or Essentials of Analysis (MCI)</p> <p><b>Communication/Interpersonal*</b> PD520 Visual Aid Basics</p> <p><b>Graduate School, US Department of Agriculture (USDA)</b> Clear Writing through Critical Thinking Writing for Results</p> <p><b>FasTrac Distance Learning Project Management Courses</b></p> <p>SkillSoft Professional Project Management Professional Project Management Fundamentals* Project Procurement Planning* Project Scope Management* Project Cost Management* Project Human Resource Management* Project Quality Management* Project Communication Management* Project Integration Management* Project Risk Management*</p> <p>* PMBOK 2000 aligned – courses for PMI certification</p> <p>NetG Project Management Essentials Series Project Management Series Advanced Project Management Series Project Leadership Series</p>

	Recommended Courses	Suggested Courses
<b>Mid-Level</b>  (See also courses at earlier levels if not yet taken)	<b>Leadership and Management**</b> PK245 Basic Leadership Skills** PK246 Employee Relations or PT107 EEO/Diversity Awareness for Managers and Supervisors PT215 Team Leadership Workshop PT216 Seven Habits of Highly Effective People PT253 Negotiation Skills for Managers or PT502 International Negotiation: Arts and Skills	<b>Leadership and Management**</b> PT205 Performance Management Seminar PT206 Managing Change PT211 Coaching PT212 Creative Problem Solving Workshop PT213 Managing Conflict Productively PT217 Running Effective Meetings Workshop PT218 Leading A Diverse Workforce PT252 Managing Up: Working Effectively With Your Manager
	<b>Information Technology*</b> PS433 MS Word 2003 Level Two PS471 MS Excel 2003 Level Two Microsoft Office 2000 (DL)***	<b>Information Technology*</b> PS441 MS PowerPoint 2003 Level Two PS451 MS Access 2003 Level Two PS418 Web Development Fundamentals or Microsoft Web (DL)*** Web End-User Publisher (DL)***
	<b>Recommended Rotational Assignments</b>  Orientation trip to an overseas post  Select from among the following:  Bureau Front Office  Bureau Executive Office (Regional or Functional Bureau)  Bureau of Administration A/LM – Logistics Management A/OPE – Office of the Procurement Executive  Bureau of Diplomatic Security DS/DSS/OP – Office of Overseas Operations  Bureau of Human Resources HR/CSP – Office of Civil Service Human Resources Management HR/ER – Office of Employee Relations HR/OE – Office of Overseas Employment	<b>Suggested Developmental Activities</b>  Read your Bureau Performance Plan, Mission Performance Plans and the Department's Strategic Plan  Read professional journals/magazines such as <i>The Harvard Business Review</i> , <i>Fortune</i> , <i>Forbes</i> , <i>Government Executive</i> , <i>Public Administration Review</i> , <i>Public Performance and Management Review</i> , <i>HR Magazine</i> , <i>Journal of Government Financial Management</i> , <i>Foreign Affairs</i>  Shadow a higher graded employee for a few days  Read laws, regulations and other guidance applicable to your functional area (e.g. 2, 3, 4, 6, FAM, Federal Acquisition Regulation {FAR}, Department of State Acquisition Regulation {DOSAR}, Joint Travel Regulation {JTR}, Foreign Service Travel Regulation {FSTR}, Federal Appropriations Law, OMB Circulars and Bulletins, Comptroller General Decisions, Code of Federal Regulations, Title 5 {5CFR}, Foreign Service Act)

	Recommended Courses	Suggested Courses
<p><b>Mid-Level</b></p> <p>(See also courses at earlier levels if not yet taken)</p>	<p>Bureau of Overseas Buildings Operations OBO/OM - Area Management Division</p> <p>Bureau of Resource Management RM/BP – Office of State Programs, Operations, and Budget RM/SPP – Office of Strategic and Performance Planning RM/GFS/CFSC – Charleston Financial Service Center Complex</p> <p>Regional Bureau Country Desk</p> <p>Assignment length varies according to needs.</p>	<p>Volunteer for a Department Task Force</p> <p>Apply for a Career Development Program such as the USDA Executive Leadership Program for Mid-Level Employees or a Congressional Fellowship****</p> <p>Apply for a long-term training opportunity or an OPM Residential Seminar****</p> <p>Apply for the Civil Service to Foreign Service Hard-to-Fill Program, a TDY, or excursion tour to an overseas embassy or consulate****</p> <p>Participate in a Crisis Management Exercise at post</p> <p>Assist with a Secretarial, Presidential, or First Lady visit to a foreign country</p> <p>As time permits:</p> <p>Attend workshops/seminars/conferences on professionally relevant topics</p> <p>Visit websites of professional associations</p> <p>Go on informal visits (individually or with your supervisor or co-workers) to meet counterparts in other federal agencies/organizations</p> <p>Attend OMB/Congressional budget hearings</p>

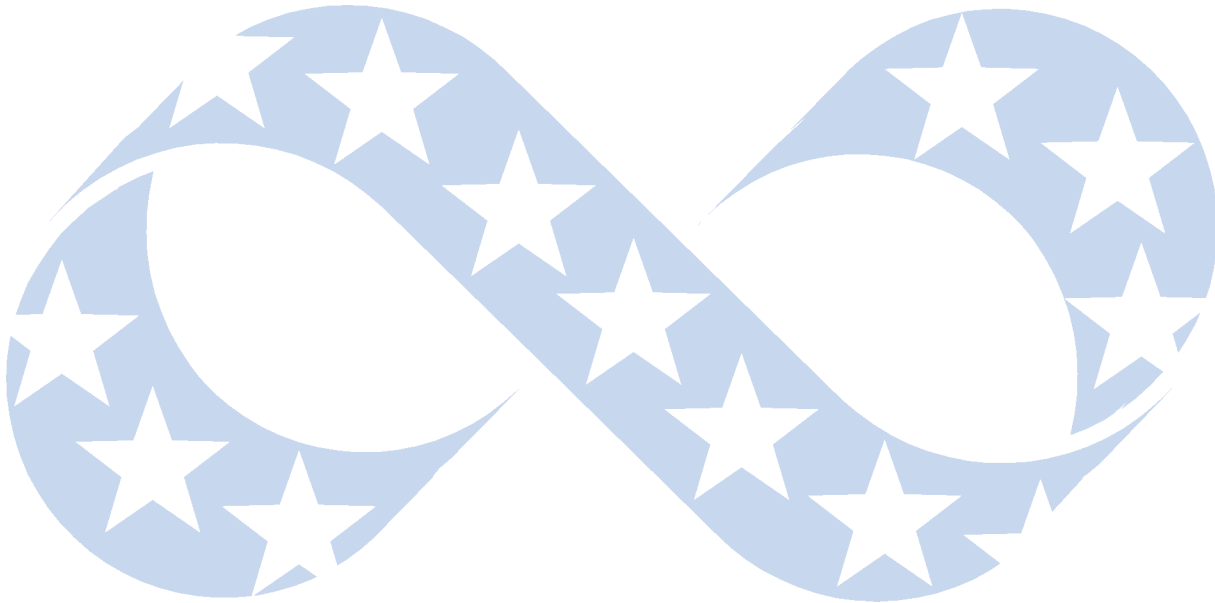


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\*\* For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>. Please note that PK245, Basic Leadership Skills, is a mandatory course for GS-13 employees.

\*\*\* Distance Learning Courses. For more information, visit <http://fsi.state.gov/fsi/sait/dl.asp>.

\*\*\*\* More information follows after this section on *Training for Specific Series and Job Functions*



## Administrative Management: Senior Level

At the senior level, you will have developed the administrative management skills to plan, develop and carry out vital administrative management projects and programs.

You will develop policy guidance and advise top level agency managers. You will need to increase your knowledge of

the various flexibilities available to meet program needs and to further increase your ability to be creative in your approach to resolving administrative management issues or developing innovative programs. Finally, you will need to increase your ability to manage resources and people through effective communication and leadership since many positions at this level involve supervisory responsibilities.

	Recommended Courses	Suggested Courses
<b>Senior Level</b>  (See also courses at earlier levels if not yet taken)	<b>Technical</b>  <b>FSI</b> PD529 Strategic Planning and Performance Measurement  <b>Communication/Interpersonal*</b>  <b>Graduate School, US Department of Agriculture (USDA)</b> Advanced Briefing Techniques  <b>Leadership and Management**</b> PT133 Senior Executive Threshold Seminar** PT207 Intermediate Leadership Skills** PT210 Advanced Leadership Skills** PT213 Seminar for Program Directors PT221 Four Roles of Leadership PT224 Influence By Design	<b>Technical</b>  <b>FSI</b> PP510 Global Issues PT209 Executive Overview to Managing State Projects Advanced Area Studies  <b>Management Concepts International (MCI), Graduate School, US Department of Agriculture (USDA)</b>  Program Evaluation (MCI) or Introduction to Program Evaluation (USDA)  <b>Communication/Interpersonal*</b> PY126 Speechwriting and Presentation Skills  <b>Leadership and Management**</b> PD529 Strategic Planning and Performance Measurement (distance learning) PT218 Leading a Diverse Workforce

	Recommended Courses	Suggested Courses
<b>Senior Level</b>  (See also courses at earlier levels if not yet taken)	<p><b>For GS-15 and above:</b></p> <p>PT300 Leader as Facilitator            PT301 Appearing Effective in the Media            PT302 Testifying Before Congress            PT303 Crisis Leadership            PT304 Deputy Assistant Secretary as Leader            PT305 Executive as Coach and Mentor</p> <p><b>Information Technology*</b>            Courses not taken at the mid-level as desired</p>	<p><b>General Services Administration (GSA) STAR</b>            (Strategic and Tactical Advocates for IT Results) -            A one-week residential seminar focusing on program and project management, leadership, security, technology, government and capital planning.</p> <p><b>Information Technology*</b>            Courses not taken at the mid-level as desired</p> <p>Take some distance learning courses through FSI's FasTrac Program. For course catalog or to enroll, visit <a href="http://fsi.state.gov/fastrac">http://fsi.state.gov/fastrac</a> on the OpenNet.</p>
	<p><b>Recommended Rotational Assignments</b></p> <p>Select from among the following:</p> <p>Other USG Agency such as</p> <p>USDA – U.S. Department of Agriculture Foreign Agricultural Service</p> <p>DoC – Department of Commerce Foreign Commercial Service</p> <p>USAID – U.S. Agency for International Development</p> <p>DoD – Department of Defense</p> <p>CIA – Central Intelligence Agency</p> <p>GSA – General Services Administration</p> <p>Peace Corps</p> <p>OMB – Office of Management and Budget</p> <p>GAO – General Accounting Office</p> <p>Intergovernmental Personnel Act assignment            (For information, visit <a href="http://www.opm.gov/programs/ipa/index.asp">http://www.opm.gov/programs/ipa/index.asp</a>)</p> <p>Assignment length varies according to needs</p>	<p><b>Suggested Developmental Activities</b></p> <p>Volunteer for a Departmental Task Force</p> <p>Apply for a Career Development Program such as the USDA Executive Potential Program, a Congressional Fellowship, or the Council for Excellence in Government Fellows Program***</p> <p>Apply for a long-term training opportunity or an OPM Residential Seminar***</p> <p>Apply for the Civil Service to Foreign Service Hard-to-Fill Program, a TDY, or excursion tour to an overseas embassy or consulate***</p> <p>Attend an annual professional conference</p> <p>Participate in a Crisis Management Exercise at post</p> <p>Attend OMB/Congressional budget hearings</p>

\* Employees who are located outside of the Washington, D.C. metropolitan area may find it more cost effective to take equivalent courses from the Graduate School, USDA, college or universities or private vendors in their local area through the FSI External Training Program. Contact the FSI Registrar's Office at (703) 302-7138.

\*\* For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>. Please note that PT 207, Intermediate Leadership Skills, is a mandatory course for GS-14 employees. PT210, Advanced Leadership Skills is a mandatory course for GS-15 employees. PT133, Senior Executive Threshold Seminar, is a mandatory course for new Senior Executive Service (SES) employees.

\*\*\* More information follows after this section on *Training for Specific Series and Job Functions*

## Technical Training Resources

The following is a list of professional organizations and public and private vendors that provide training courses, workshops, conferences and/or publications of interest to employees in this series. The list is not meant to be all inclusive nor is it an endorsement of any of the vendors.

We encourage you to browse the websites below and take advantage of the opportunities they provide to develop new skills or enhance current skills.

ACRONYM	ORGANIZATION	WEBSITE
AABPA	American Association of Budget and Program Analysis	<a href="http://www.aabpa.org/">http://www.aabpa.org/</a>
AMA	American Management Association	<a href="http://www.amanet.org/">http://www.amanet.org/</a>
APQC	American Productivity and Quality Center	<a href="http://acai.a.state.gov/Resources/APQC.htm">http://acai.a.state.gov/Resources/APQC.htm</a>
ASPA	American Society for Public Administration	<a href="http://www.aspanet.org/">http://www.aspanet.org/</a>
ABFM	Association on Budgeting and Financial Management	<a href="http://www.abfm.org/">http://www.abfm.org/</a>
	Brookings Institution	<a href="http://www.brook.edu/">http://www.brook.edu/</a>
	The Conference Board	<a href="http://www.conference-board.org/">http://www.conference-board.org/</a>
DAU	Defense Acquisition University	<a href="http://www.dau.mil/">http://www.dau.mil/</a>
	Endowment for the Business of Government	<a href="http://www.endowment.pwcglobal.com/">http://www.endowment.pwcglobal.com/</a>
ESI	ESI International	<a href="http://www.esi-intl.com/">http://www.esi-intl.com/</a>

ACRONYM	ORGANIZATION	WEBSITE
FAI	Federal Acquisition Institute U.S. General Services Administration	<a href="http://www.gsa.gov/fai">http://www.gsa.gov/fai</a>
FPMI	Federal Personnel Management Institute	<a href="http://www.fpmi.com/">http://www.fpmi.com/</a>
GAI	Government Affairs Institute, Georgetown University	<a href="http://data.georgetown.edu/ssce/gai">http://data.georgetown.edu/ssce/gai</a>
GAO	General Accounting Office	<a href="http://www.gao.gov/">http://www.gao.gov/</a>
GSA	General Services Administration	<a href="http://www.gsa.gov/">http://www.gsa.gov/</a>
IPMA	International Public Management Association	<a href="http://ipma-hr.org/">http://ipma-hr.org/</a>
MCI	Management Concepts Incorporated	<a href="http://www.managementconcepts.com/">http://www.managementconcepts.com/</a>
NAPA	National Academy of Public Administration	<a href="http://www.napawash.org/">http://www.napawash.org/</a>
NCMA	National Contract Management Association	<a href="http://www.napm-ncma.org/">http://www.napm-ncma.org/</a>
SBPA	School of Business and Public Management, George Washington University	<a href="http://www.wbpm.gwu.edu/">http://www.wbpm.gwu.edu/</a>
SHRM	Society for Human Resource Management	<a href="http://www.shrm.org/">http://www.shrm.org/</a>
	Open University, UK	<a href="http://www.open.ac.uk/">http://www.open.ac.uk/</a>
USDA	Graduate School, U.S. Department of Agriculture	<a href="http://www.grad.usada.gov/">http://www.grad.usada.gov/</a>